



Rob Lebow





Yo, Corporate America

I want a fat salary, a signing bonus, and a cappuccino machine. Oh, and I'm bringing my bird to work.

I'm the new Organization Man. You need me.

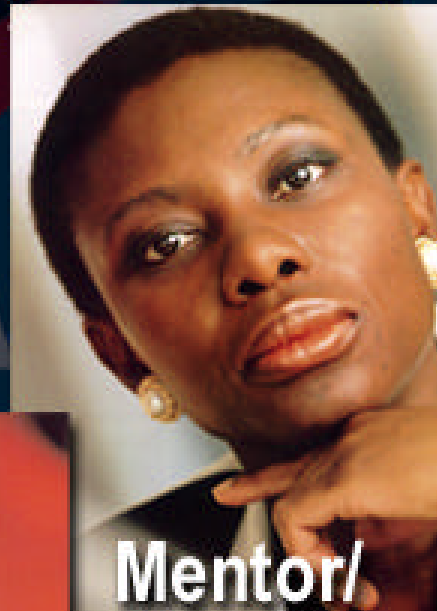


Fortune Magazine March 16, 1998

New Roles for Managers, Leaders and Employees



Manager



**Mentor/
Coach**



Leader/Coach

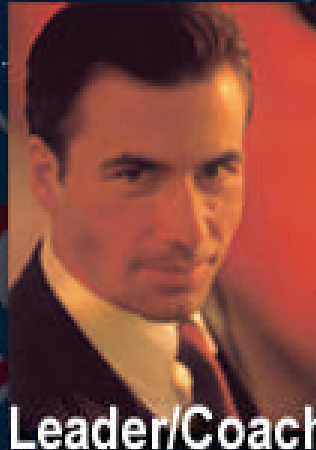


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New Roles for Managers, Leaders and Employees



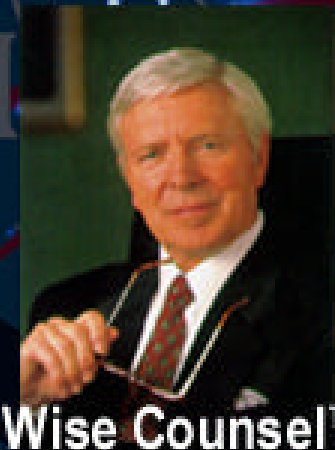
Manager



Leader/Coach



Mentor / Coach



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Style of Management

Goal Setting Ownership

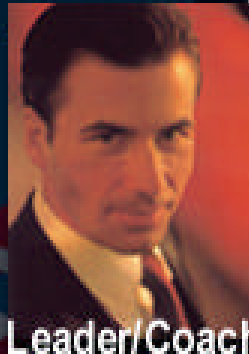
Team Behavior

Kinds of People We Need

New Roles for Managers, Leaders and Employees



Manager



Leader/Coach



Mentor / Coach

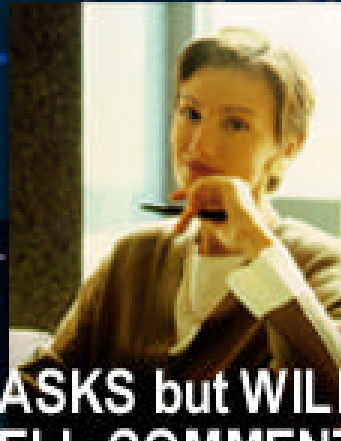


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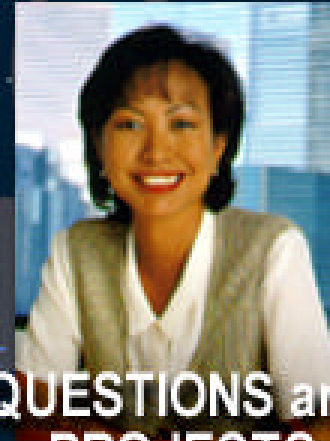
Style of Management



Tells in a
DIRECTIVE WAY



**ASKS but WILL
TELL-COMMENTS
are BINDING**



**QUESTIONS and
PROJECTS
OPINIONS**

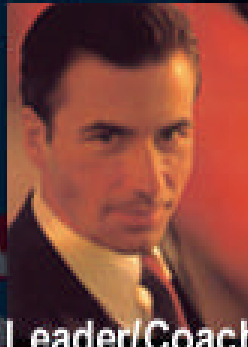


**WAITS to be
ASKED**

New Roles for Managers, Leaders and Employees



Manager



Leader/Coach



Mentor / Coach

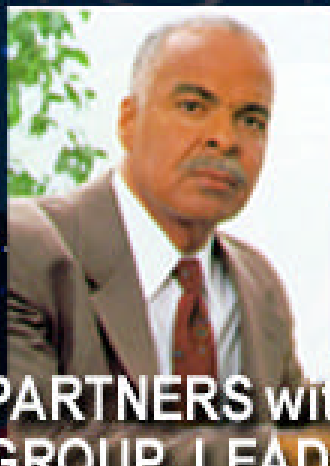


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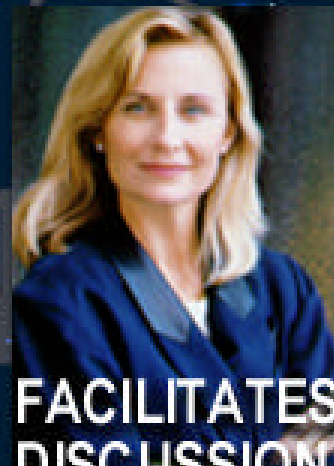
Goal Setting Ownership



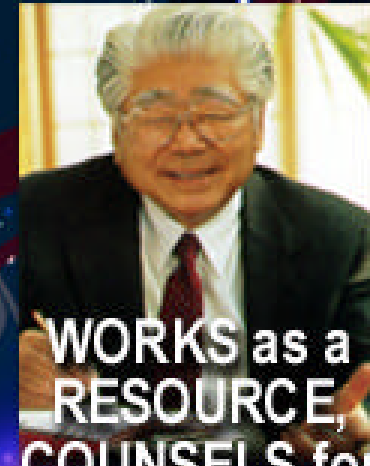
DEFINES
GOALS and
DELEGATES



PARTNERS with
GROUP, LEADS
DISCUSSION

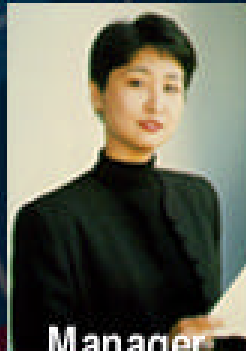


FACILITATES
DISCUSSION,
WILL SUGGEST

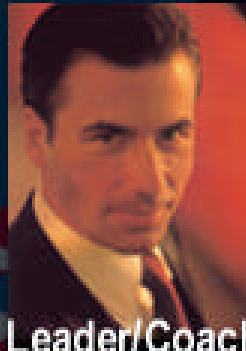


WORKS as a
RESOURCE,
COUNSELS for
CONSIDERATION

New Roles for Managers, Leaders and Employees



Manager



Leader/Coach



Mentor / Coach



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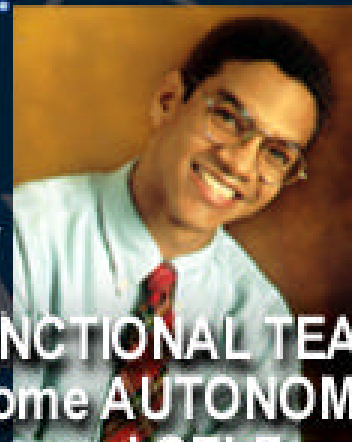
Team Behavior



TEAM or
DEPARTMENT



TEAM or
DEPARTMENT



FUNCTIONAL TEAM,
some AUTONOMY
and SELF-
MANAGEMENT

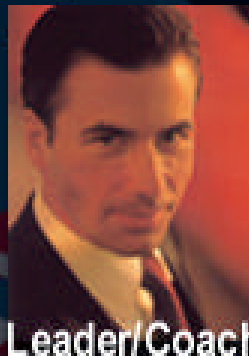


AUTONOMOUS
and
SELF-MANAGING

New Roles for Managers, Leaders and Employees



Manager



Leader/Coach



Mentor / Coach



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Kinds of People We Need



COMPLIANT
and NON-
ADVENTUROUS



GROUP MINDED,
GOOD INTERACTIVE
SKILLS



RELIABLE,
COACHABLE,
ASSERTIVE



OPEN, CREATIVE,
PROACTIVE,
RESPONSIBLE

QUADRANTS

	Manager	Leader/ Coach	Mentor/ Coach	Wise Counsel™
Style of Management	TELLS in a DIRECTIVE WAY	ASKS but WILL TELL-COMMENTS are BINDING	QUESTIONS and PROJECTS OPINIONS	WAITS to be ASKED
Goal Setting Management	DEFINES GOALS and DELEGATES	PARTNERS with GROUP, LEADS DISCUSSION	FACILITATES DISCUSSION, WILL SUGGEST	WORKS as a RESOURCE, COUNSELS for CONSIDERATION
Team Behavior	TEAM or DEPARTMENT	TEAM or DEPARTMENT	FUNCTIONAL TEAM, some AUTONOMY and SELF- MANAGEMENT	AUTONOMOUS and SELF-MANAGING
Kinds of People We Need	COMPLIANT and NON- ADVENTUROUS	GROUP MINDED, GOOD INTERACTIVE SKILLS	RELIABLE, COACHABLE, ASSERTIVE	OPEN, CREATIVE, PROACTIVE, RESPONSIBLE

QUADRANTS

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Team Behavior	or DEPARTMENT	or DEPARTMENT	FUNCTIONAL and SELF- MANAGING	AUTONOMOUS and SELF-MANAGING
Kinds of People We Need	COMPLIANT and NON- ADVENTUROUS	GROUP MINDED, GOOD INTERACTIVE SKILLS	RELIABLE, COACHABLE, ASSERTIVE	OPEN, CREATIVE, PROACTIVE, RESPONSIBLE

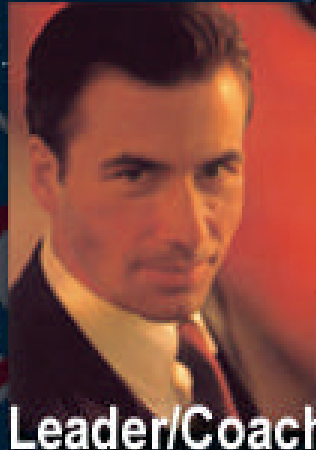
**Acts Like a
Chain Gang**

**Acts Like
a Team**

New Roles for Managers, Leaders and Employees



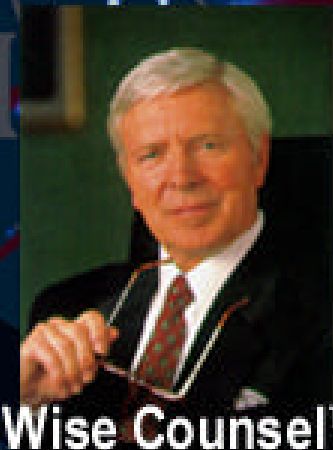
Manager



Leader/Coach



Mentor / Coach



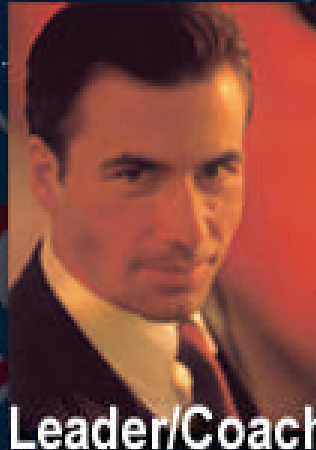
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The Leader's Role Changes

New Roles for Managers, Leaders and Employees



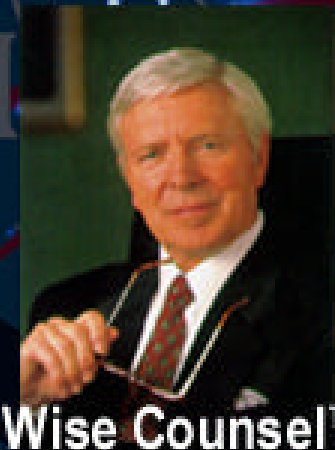
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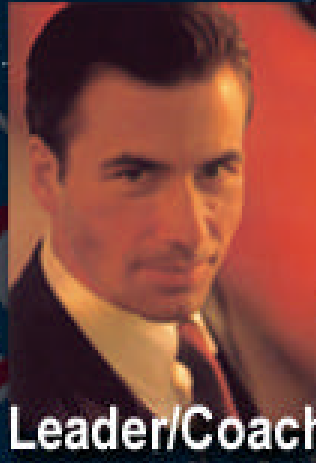
The Leader's Role Changes

 **Leaders Decide Opportunities and Freedoms**

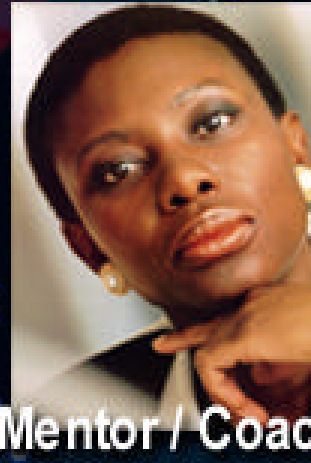
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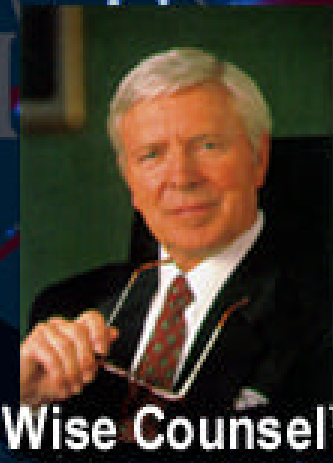
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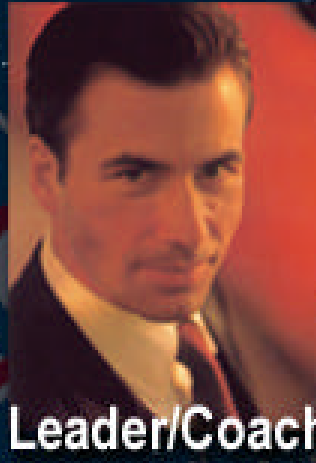
The Leader's Role Changes

- ☐ Leaders Decide Opportunities and Freedoms
- ☐ Decisions Based on a Philosophy About People

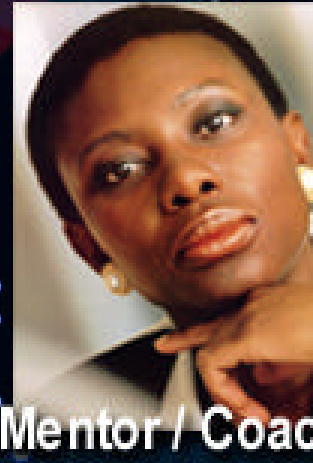
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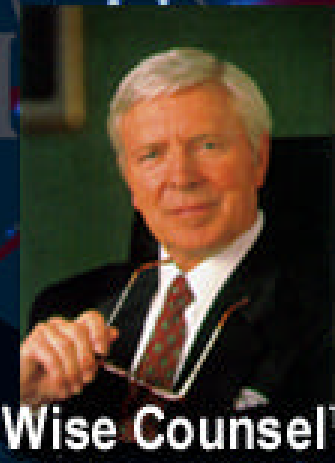
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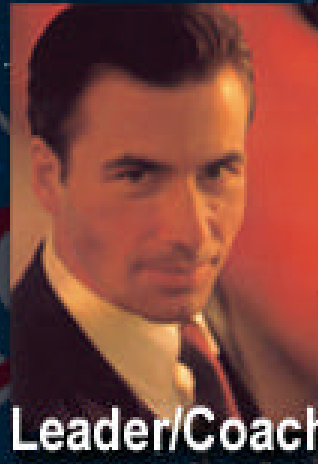
The Leader's Role Changes

- ☐ Leaders Decide Opportunities and Freedoms
- ☐ Decisions Based on a Philosophy About People
- ☐ **Philosophy Drives the Work Environment**

New Roles for Managers, Leaders and Employees



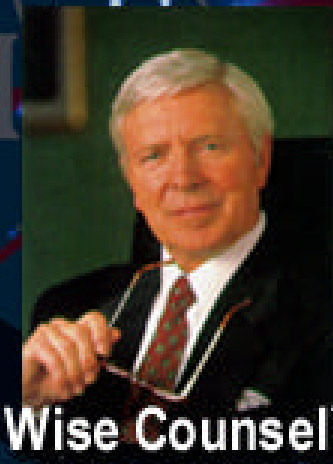
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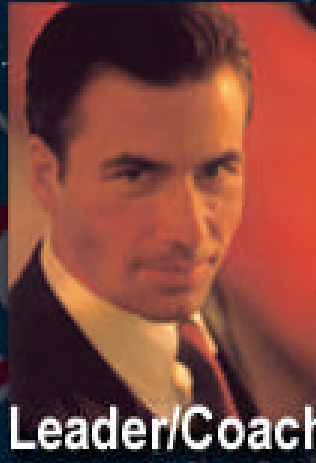
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- ☐ Leaders Decide Opportunities and Freedoms
- ☐ Decisions Based on a Philosophy About People
- ☐ Philosophy Drives the Work Environment
- ☐ Organizations Have Difficulty with Compliant, Non-Adventurous Employees

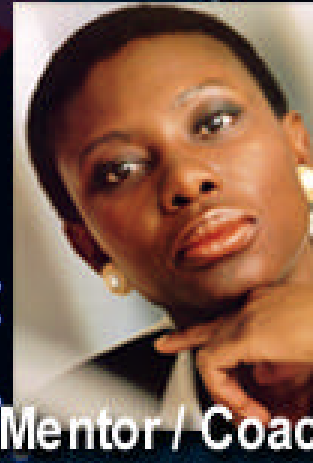
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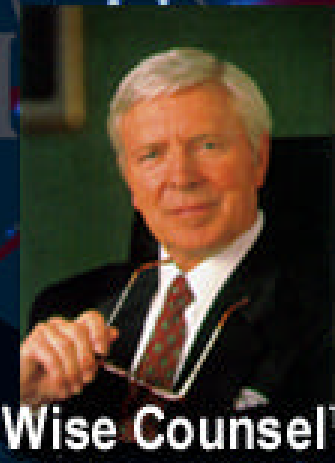
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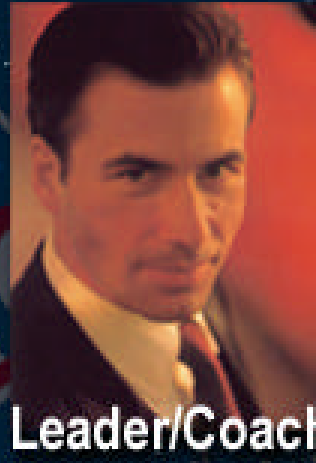
The Leader's Role Changes

 **Process-Flow Organization: New Styles of Leadership are Required**

New Roles for Managers, Leaders and Employees



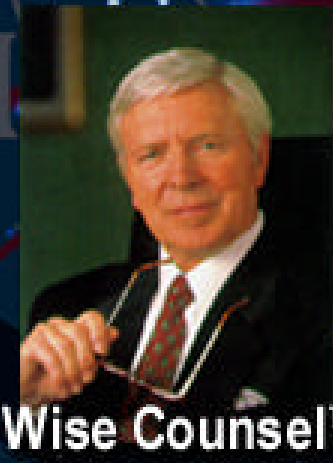
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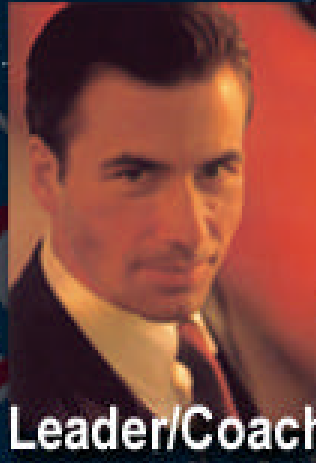
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- ☐ Process-Flow Organization: New Styles of Leadership are Required
- ☐ Decentralized Organizations Will Have Difficulty Integrating Members

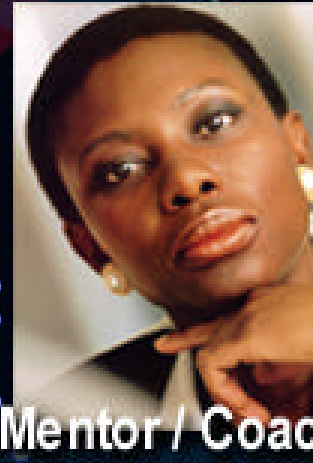
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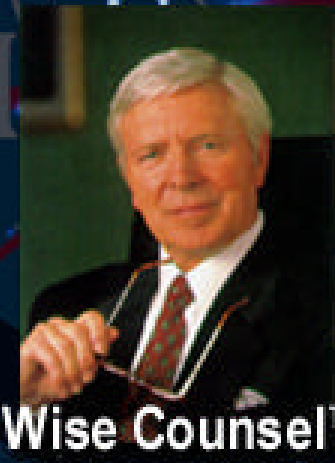
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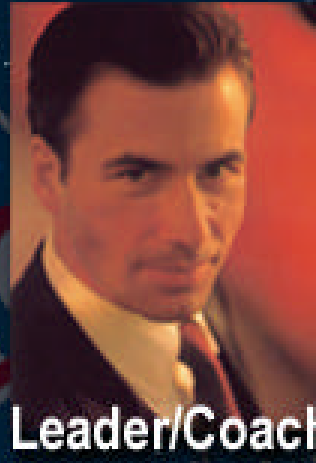
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- ☐ Process-Flow Organization: New Styles of Leadership are Required
- ☐ Decentralized Organizations Will Have Difficulty Integrating Members
- ☐ Selection of People Becomes Important Ingredient

New Roles for Managers, Leaders and Employees



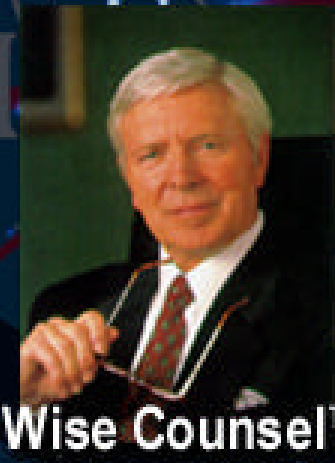
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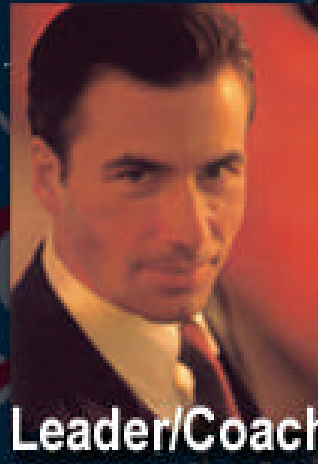
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- ☐ Process-Flow Organization: New Styles of Leadership are Required
- ☐ Decentralized Organizations Will Have Difficulty Integrating Members
- ☐ Selection of People Becomes Important Ingredient
- ☐ Speed and Success Rest in Trust of Others

New Roles for Managers, Leaders and Employees



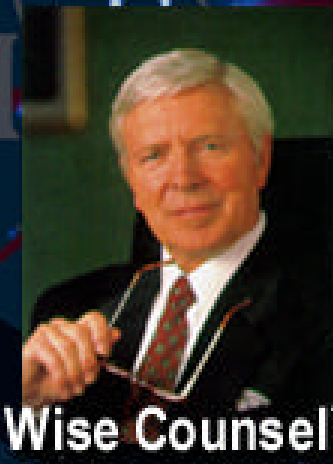
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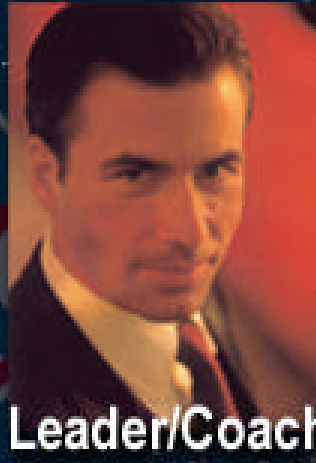
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-  Hire Assertive, Open, Creative and Proactive Individuals, Non-Compliant, Non-Adventurous Ones in a Team Environment

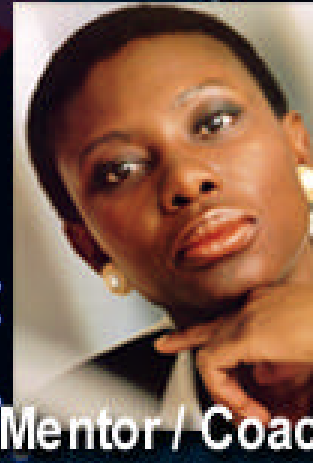
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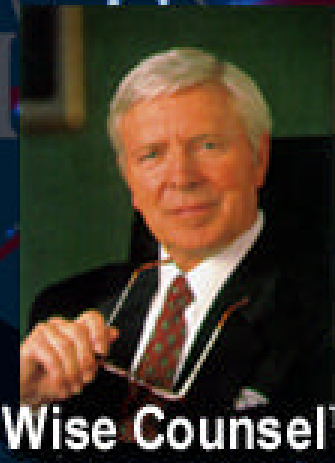
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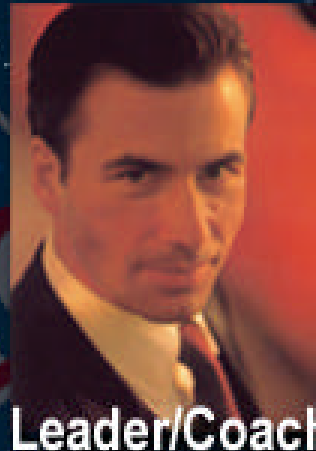
The Leader's Role Changes

- ☐ Hire Assertive, Open, Creative and Proactive Individuals, Non-Compliant, Non-Adventurous Ones in a Team Environment
- ☐ Interpersonal Skills Become Important as Groups Become More Autonomous

New Roles for Managers, Leaders and Employees



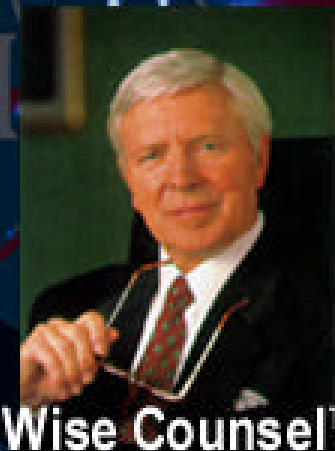
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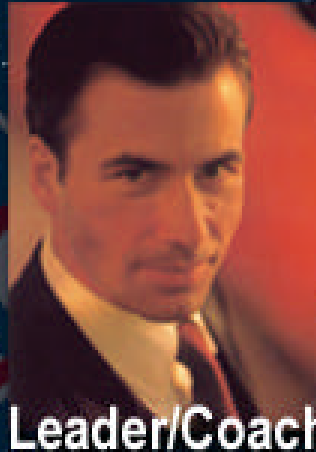
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- ☐ Hire Assertive, Open, Creative and Proactive Individuals, Non-Compliant, Non-Adventurous Ones in a Team Environment
- ☐ Interpersonal Skills Become Important as Groups Become More Autonomous
- ☐ **Consensus-Building™, Responsibility-Taking™, Decision Making™ and Critical Thinking Create Foundation for "Best Organizational Context"**

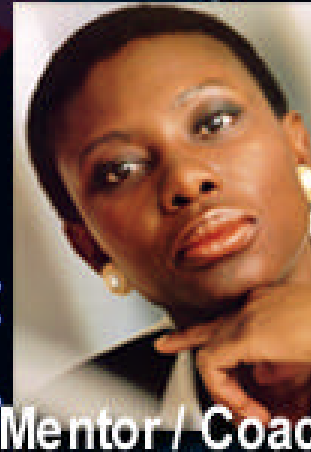
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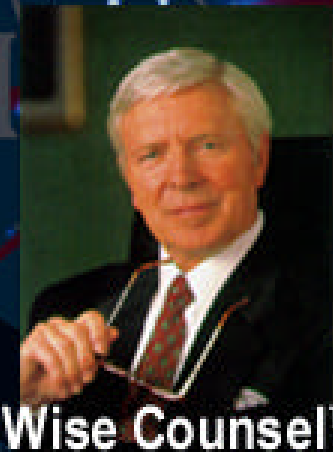
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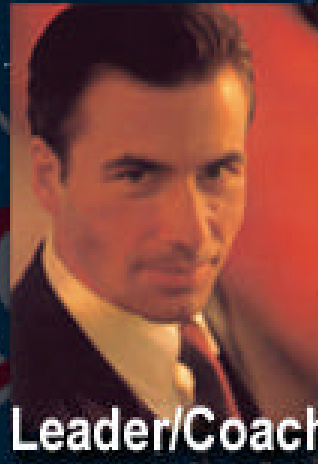
The Leader's Role Changes

 **Leadership: Becomes a Challenge to Serve Others**

New Roles for Managers, Leaders and Employees



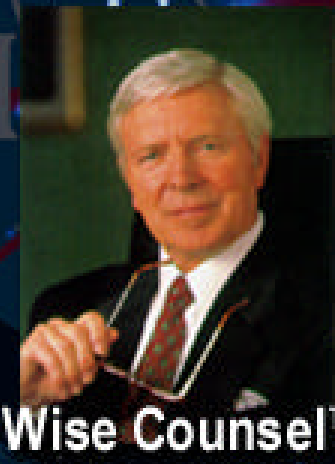
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Wise Counsel™

The Leader's Role Changes

- Leadership: Becomes a Challenge to Serve Others
- Elements of a Successful Leader:

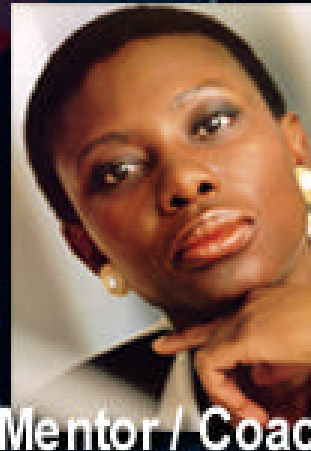
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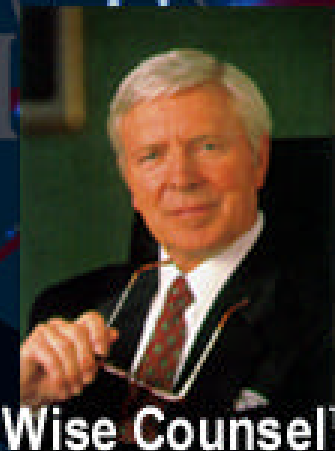
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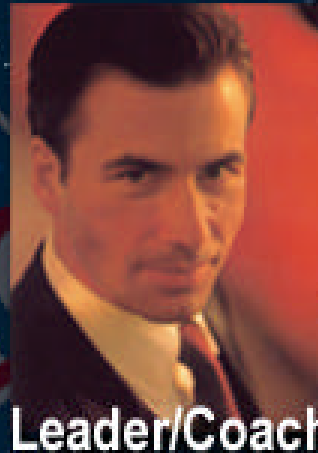
The Leader's Role Changes

- ☐ Leadership: Becomes a Challenge to Serve Others
- ☐ Elements of a Successful Leader:
 - ☐ *Extends Responsibility*

New Roles for Managers, Leaders and Employees



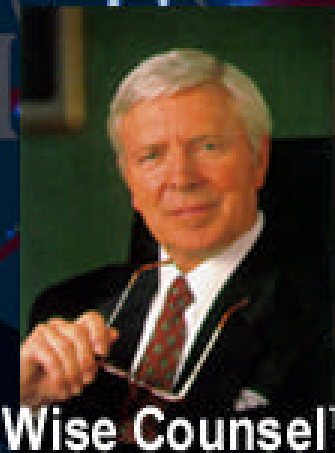
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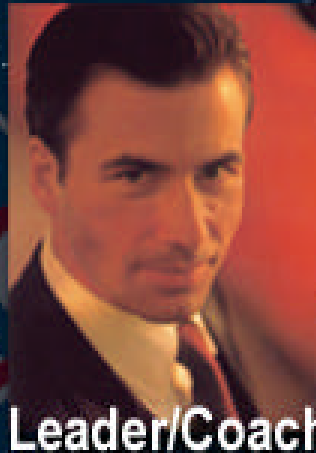
The Leader's Role Changes

- ☐ Leadership: Becomes a Challenge to Serve Others
- ☐ Elements of a Successful Leader:
 - ☐ *Extends Responsibility*
 - ☐ *Promotes Selfless Behavior*

New Roles for Managers, Leaders and Employees



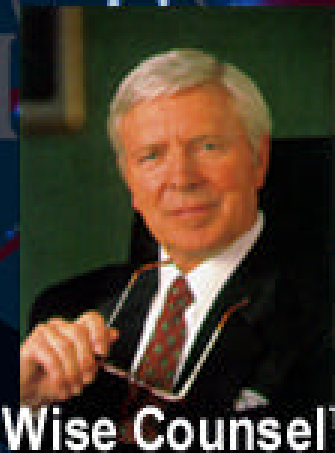
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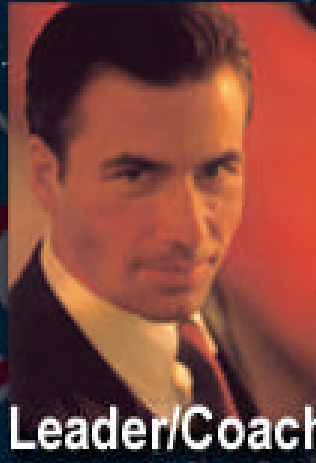
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- ☐ Leadership: Becomes a Challenge to Serve Others
- ☐ Elements of a Successful Leader:
 - ☐ *Extends Responsibility*
 - ☐ *Promotes Selfless Behavior*
 - ☐ *Articulate a Keen Internal Vision*

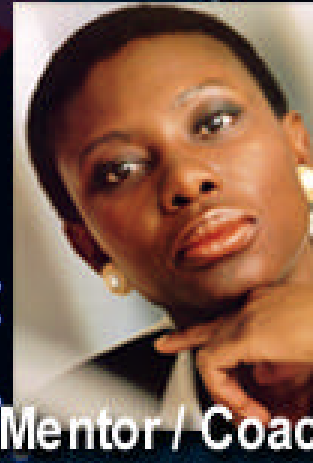
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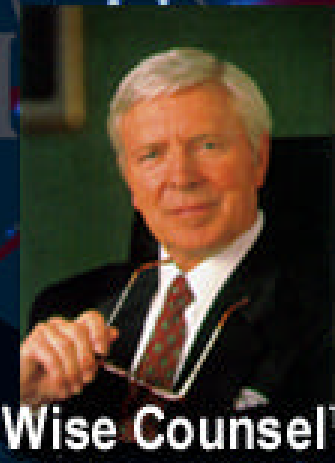
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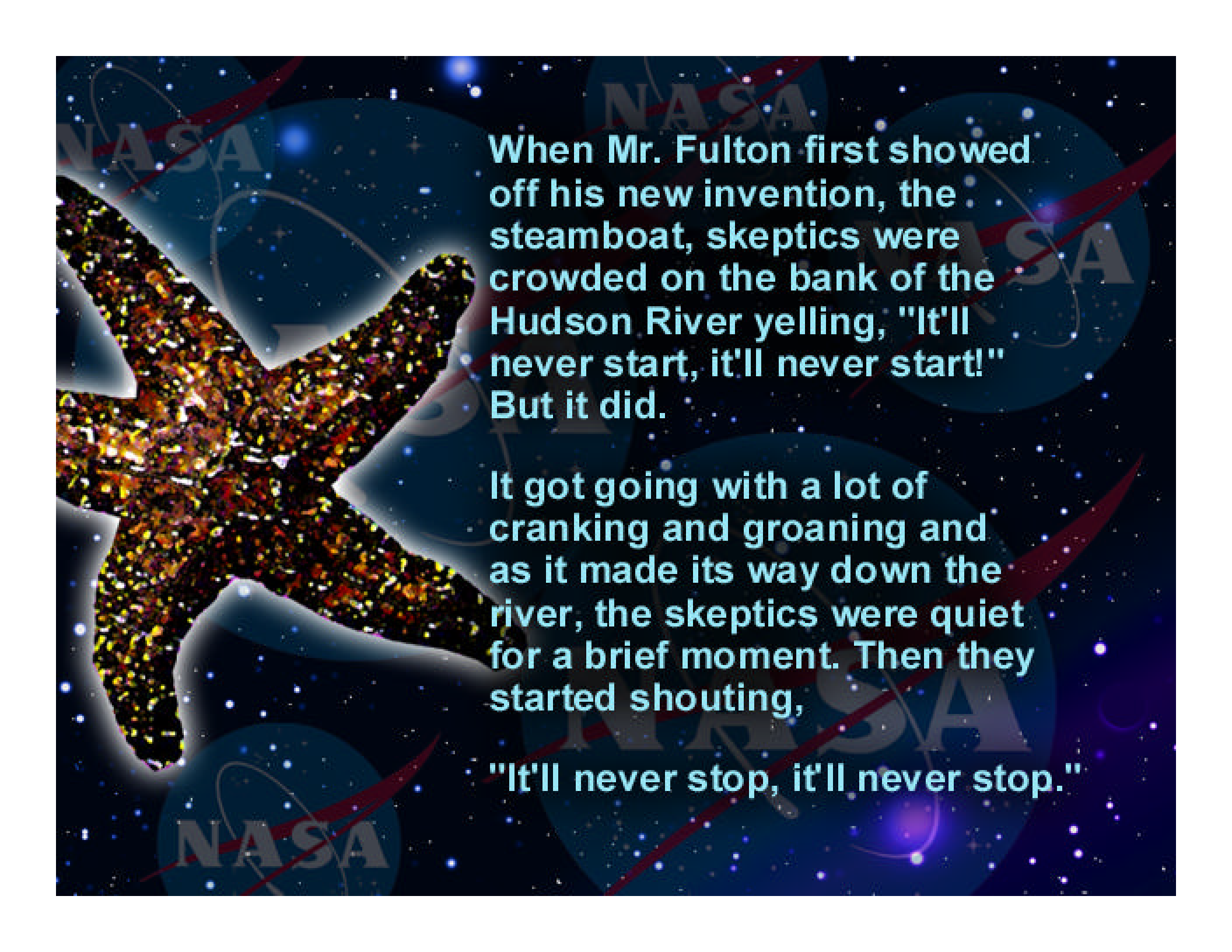


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The Leader's Role Changes

- ☐ Leadership: Becomes a Challenge to Serve Others
- ☐ Elements of a Successful Leader:
 - ☐ *Extends Responsibility*
 - ☐ *Promotes Selfless Behavior*
 - ☐ *Articulate a Keen Internal Vision*
- ☐ **Sharing Information and Decision-Making Becomes the Norm**





When Mr. Fulton first showed off his new invention, the steamboat, skeptics were crowded on the bank of the Hudson River yelling, "It'll never start, it'll never start!" But it did.

It got going with a lot of cranking and groaning and as it made its way down the river, the skeptics were quiet for a brief moment. Then they started shouting, "It'll never stop, it'll never stop."

